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D4: Volunteering in health settings



Developing a Competency Framework for Health Volunteer Management

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Background to the project

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Capability framework for leaders of volunteers



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La Trobe University and the LOHVE Network are collaborating to develop a capability framework for leaders of volunteers in health services.

**Engagement, Commitment,
Satisfaction and Intention
to Remain Among
Volunteers in Victorian
Public Health Sector
Organizations**



Developing a competency framework for health volunteer management

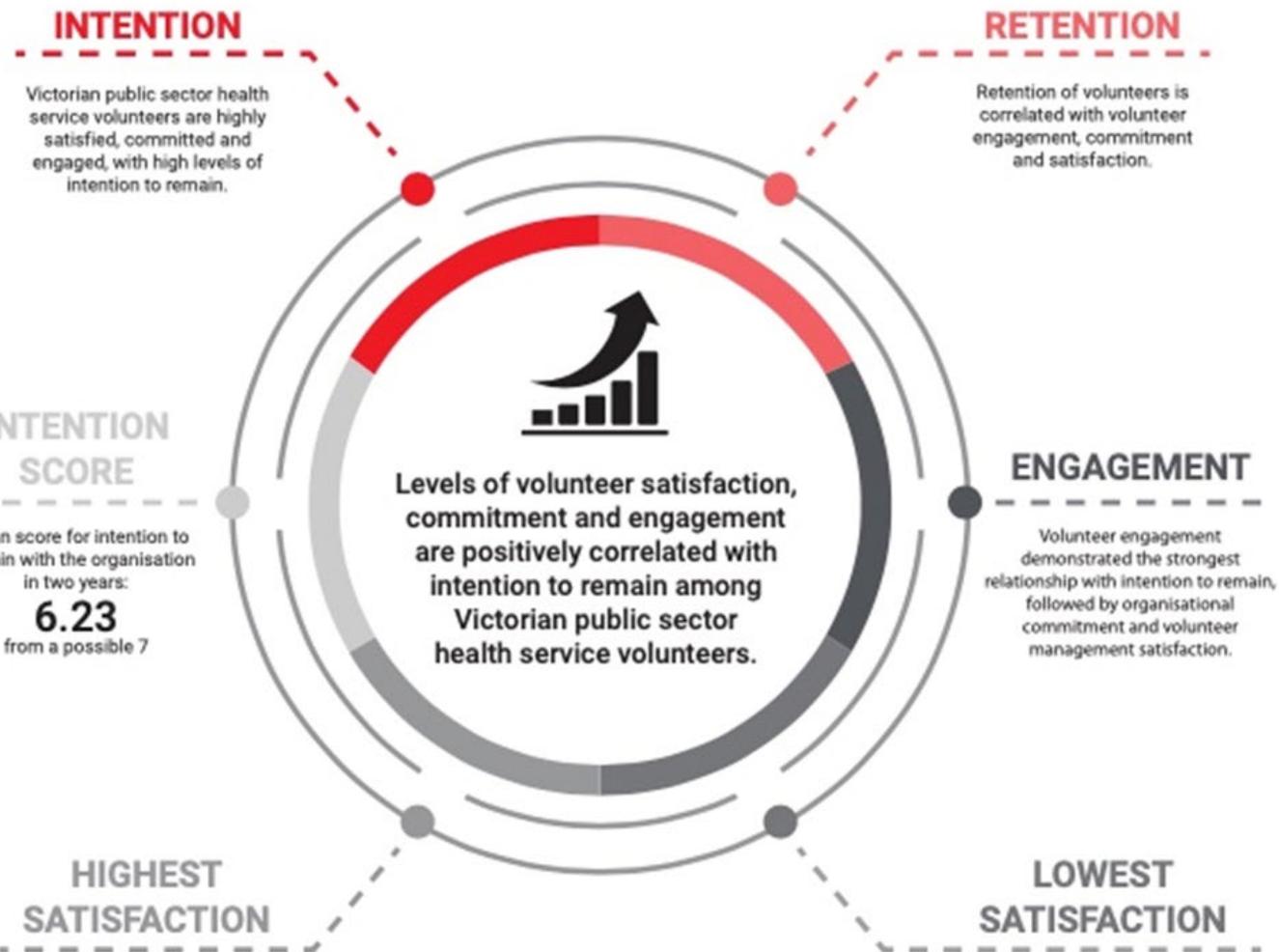


May 2020





Engagement, Commitment, Satisfaction and Intention to Remain Among Volunteers in Victorian Public Health Sector Organizations



INTENTION

Victorian public sector health service volunteers are highly satisfied, committed and engaged, with high levels of intention to remain.

RETENTION

Retention of volunteers is correlated with volunteer engagement, commitment and satisfaction.

INTENTION SCORE

Mean score for intention to remain with the organisation in two years:
6.23
from a possible 7

ENGAGEMENT

Volunteer engagement demonstrated the strongest relationship with intention to remain, followed by organisational commitment and volunteer management satisfaction.

HIGHEST SATISFACTION

Mean scores highest for satisfaction with tasks
6.21
from a possible 7
(e.g. contribution to goals of the organisation, effectiveness in completing tasks)

LOWEST SATISFACTION

Mean scores lowest for satisfaction with alignment of tasks with motivations
5.80
from a possible 7
(e.g. task alignment with values, social relationships, self-esteem)

270 volunteers surveyed

- average age: **67**
- 73%** female
- 12%** speak another language at home
- 45%** had a university qualification
- average years volunteering: **6**
- Average hours per week: **5**

Developing a competency framework for health volunteer management



May 2020

What are the competencies that are required to effectively lead, manage and coordinate volunteers within health organisations?



STAGE 1:

Survey of health volunteer managers (n=65)



STAGE 2:

Interviews with health volunteer managers (n=25)



STAGE 3:

Co-design of a competency framework for health volunteer management

Categories of volunteer management competency

(Safrit and Schmesling 2005)

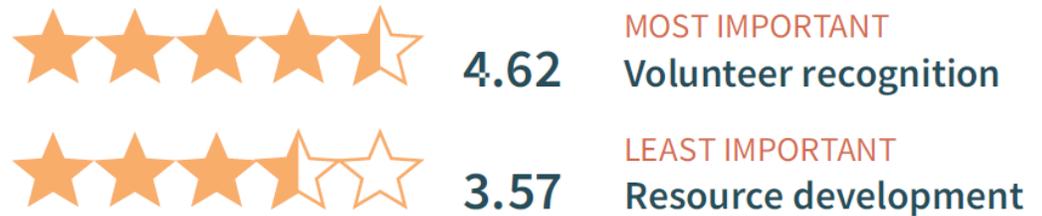


Stage 1 - Survey

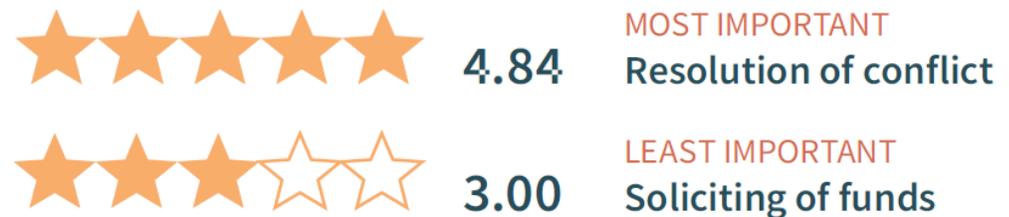
- Across all categories, none of the competencies received a mean ranking of less than 3 (out of a potential of 5), indicating that they were more than moderately important.
- Model was therefore deemed applicable for health volunteer management

COMPETENCY IMPORTANCE:

BY CATEGORY



BY COMPETENCY



Volunteer recruitment and selection

- Implement recruitment processes
- Match volunteers to roles

Volunteer recognition and support

- Management of emotional wellbeing
- Volunteer appreciation

Volunteer orientation and training

- Facilitate initial training and induction
- Facilitate ongoing training

Volunteer program advocacy

- Measure and communicate impacts of volunteer programs
- Advocate for volunteers and the volunteer program

Volunteer program resource development

- Develop financial resources
- Develop reports, policies, plans and procedures

Volunteer program maintenance

- Management of people
- Communication with people
- Data management
- Quality and safety auditing

Professional development of volunteer managers

- Understanding of contemporary issues related to health volunteer management
- Networking and professional development activity

Stage 2 – Interviews

Competencies required by health volunteer managers

Stage 2 – Interviews

Barriers impacting on health volunteer management

Status of volunteering and volunteer management within the health sector

- Lack of recognition/understanding related to volunteer management competency
- Lack of mandated reporting or legislation relating to health service volunteering

Resourcing available for competency development

- Lack of time and financial support to undertake professional development
- Lack of mandated requirements around competency development for health volunteer managers

Availability and suitability of competency development opportunities

- Ability to access suitable professional development opportunities both within and external to health service organisations

A competency framework for health volunteer management



Stage 3 – Co-design of framework

A competency framework was developed that encompasses seven areas of competency for health volunteer managers:

- Five distinct levels of competency (Level 1, Levels 2a and 2b, Levels 3a and 3b), which are aligned with Levels 2-6 of the *Victorian Public Health Sector Classification System – Managers and Administrative Workers* (and the National Standards for Volunteer Involvement)
- Levels are progressive, in that competencies at level 1 are implied for Level 2a, with a Level 3b expected to exhibit all the competencies across the various levels.

Potential uses for the framework

Guide the development of education and training opportunities for leaders of health volunteer management

Assist leaders of health volunteer engagement in determining professional development needs, both at the individual and team level

Inform the development of position descriptions for leaders of health volunteer engagement, based on the desired requirements of a role

Determine the level at which a role should be considered, as a reflection of the competencies required and the characteristics of the health service or volunteer program

Assist leaders of health volunteer engagement in determining professional development needs, both at the individual and team level

Section 1: Overview of levels of competency

Provides an overarching summary of the various levels of competency, in relation to key skills, experience and attributes required at each level (which are aligned with the respective levels of the Victorian Public Health Sector Classification System – Managers and Administrative Workers award.

SECTION 1: OVERVIEW OF LEVELS OF COMPETENCY

| Level 1 - Maintenance | Level 2a – Development | Level 2b – Advanced Development | Level 3a – Strategic | Level 3b – Advanced Strategic |
|--|--|---|---|--|
| A leader of health volunteer engagement (LOHVE) who coordinates a small group of volunteers. | A leader of health volunteer engagement (LOHVE) responsible for supervision of a small volunteer workforce relative to the size of the health service. | A leader of health volunteer engagement (LOHVE) responsible for management of a medium sized volunteer workforce relative to the size of the health service. | A senior leader of health volunteer engagement (LOHVE) responsible for strategic management of a volunteer department/service. | A senior leader of health volunteer engagement (LOHVE) responsible for strategic management of a large, complex volunteer department or service. |
| <p>LOHVEs operating at this level: Have relevant computer and administrative skills and/or experience. Supervise day-to-day activities of a small group of volunteers within activities with well-defined objectives, under the supervision of a more senior leader of health volunteer engagement (level 2 or 3). Share accountability for decision making with a senior leader of health volunteer engagement (level 2 or 3).</p> | <p>LOHVEs operating at this level: Are proficient in administrative and human resource management processes and have relevant experience in these areas. Autonomously organise and oversee day to day activities of volunteers within clearly defined parameters, standards, budgets and time frames. Use standard policies, procedures or instructions related to volunteer program activities to guide decision making.</p> | <p>LOHVEs operating at this level: Have several years of experience in volunteer engagement. Provide leadership within volunteer programs or activities, and coordinate volunteer activities with other activities across the health service. <i>Are responsible for the scheduling and implementation of major volunteer initiatives within defined budgets and policy guidelines.</i> Use negotiation skills to encourage successful adoption of operational activities, and to gain workforce cooperation Employ judgement in selecting appropriate actions related to the volunteer program, within the broad parameters of the role.</p> | <p>LOHVEs operating at this level: Have extensive experience in volunteer engagement and have relevant qualifications. Coordinate and provide leadership across several activities within a volunteer department or service Supervise volunteer program staff at levels 1 and/or 2 to undertake operational tasks Negotiate with staff and volunteers to gain commitment to the volunteer program, and manage progress Are accountable for managing significant projects or functions relating to the volunteer program Independently design work programs, control budgets and manage allocation of resources related to the volunteer program Employ analytical methods to recommend modification or adaptation of techniques and methods that relate to the volunteer program, and that have impacts on the health service.</p> | <p>LOHVEs operating at this level: Have specialised knowledge resulting from years of experience in volunteer engagement, with qualifications relevant to the health or volunteer sector. <i>Are accountable for the integrity of the volunteer program, and the achievement of significant standards of performance.</i> Integrate a range of associated operations as part of volunteer program delivery. Determine standard systems, methods and procedures relating to the volunteer program, and employ extensive analytical skills in interpreting volunteer program service needs, guidelines, conditions and achievability of results Strategically advocate for the volunteer program where there are competing objectives and priorities within the health service.</p> |
| <i>Competencies within this level align with Grade 2 of the Victorian Public Health Sector Classification System – Managers and Administrative Workers</i> | <i>Competencies within this level align with Grade 3 of the Victorian Public Health Sector Classification System – Managers and Administrative Workers</i> | <i>Competencies within this level align with Grade 4 of the Victorian Public Health Sector Classification System – Managers and Administrative Workers</i> | <i>Competencies within this level align with Grade 5 of the Victorian Public Health Sector Classification System – Managers and Administrative Workers</i> | <i>Competencies within this level align with Grade 6 of the Victorian Public Health Sector Classification System – Managers and Administrative Workers</i> |

Section 2: Detailed competencies

Provides a detailed breakdown of the competencies required within each domain at the various levels (Levels 1-3b).

Competencies listed at each level are aligned with the respective levels of the Victorian Public Health Sector Classification System – Managers and Administrative Workers award. Listed competencies also reflect and incorporate guidelines for best practice volunteer management, in particular the National Standards for Volunteer Involvement developed by Volunteering Australia.

Competency 2 - Volunteer orientation and training

Leaders of health volunteer engagement induct and train volunteers to ensure safety of volunteers and quality of care within health services.

| Key areas | Maintenance | Development | | Strategic | |
|--|---|---|---|---|---|
| | | 2a | 2b | 3a | 3b |
| Facilitate initial training and induction | <p>You ensure that current policies and procedures related to volunteer compliance checking are adhered to.</p> <p>You induct volunteers into the organisation and provide basic training for specific roles using existing processes and guidelines.</p> | You develop and present training programs, orientation and training materials for volunteers, using adult education principles. | <p>You oversee and contribute to the formulation, implementation and ongoing review of volunteer induction and training programs.</p> <p>You provide flexible options for volunteers to access training and induction, that consider diversity in relation to culture, availability and literacy.</p> | <p>You develop the capacity of health service staff to train and induct volunteers within their areas.</p> <p>You develop innovative approaches to train volunteers.</p> <p>You have a process in place to formally evaluate volunteer training and induction programs against adult learning principles.</p> <p>You develop and implement plans, policies and procedures associated with volunteer training and induction.</p> | <p>You support other health services to provide volunteer training where needed.</p> <p>You advocate for the consideration of volunteers in wider health service training and induction processes.</p> <p>You develop a comprehensive training and induction program that covers both patient and volunteer safety and ensure that this is being implemented by volunteer program and health service staff.</p> |
| Facilitate ongoing training | You have a process for identifying where volunteers require or desire additional training and know how to facilitate this. | You provide or deliver professional development opportunities for volunteers and encourage them to participate. | You formulate and implement a professional development plan for volunteers, based on their skills, needs and interests, and changes in organisational policy and procedure. | <p>You ensure that volunteer program staff are implementing professional development opportunities for volunteers, in accordance with the program professional development plan.</p> <p>You advocate within the health service for additional professional development opportunities for volunteers.</p> | You incorporate ongoing professional development for volunteers into volunteer program strategic plans. |

Key

recommendations

Recommendation 1:

The proposed competency framework should be implemented for use within Victorian public sector health services, in order to guide appointment and professional development of health service volunteer managers at the appropriate level of expertise.

Recommendation 2:

Formal alignment of volunteer programs with the National Standards for Volunteer Involvement should be mandated within Victorian public health services.

Recommendation 3:

Governments should investigate dedicated funding support for health volunteer management, and the support and growth of health volunteer programs.

Recommendation 4:

Organisations providing professional development activities aimed at increasing competency for health volunteer managers should consider the specific competencies required within the health sector, and the specific needs of experienced and non-metropolitan volunteer managers.

Recommendation 5:

This competency framework should be reviewed and amended by the broader volunteer management sector for broader applicability.

Thank you!

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Link to reports:

[https://www.volunteeringvictoria.org.au/
advocacy-policy-research/researchandreports/](https://www.volunteeringvictoria.org.au/advocacy-policy-research/researchandreports/)

